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1982
Compensation Survey
of
FINANCIAL/ADMINISTRATIVE POSITIONS
in the
NORTH AMERICAN PRINTING INDUSTRY

Management Services Department
of
Printing Industries of America, Inc.

MANAGEMENT SERVICES DEPARTMENT, PRINTING INDUSTRIES OF AMERICA, INC.
1730 NORTH LYNN STREET, ARLINGTON, VA 22209

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CHAPTER I

INTRODUCTION

A concern for the appropriate compensation of key executives in a printing organization has to be a continuing objective of today's print executive. Without appropriate compensation levels, he cannot be assured of continuity of employment by members of his management team nor can he be assured he is receiving appropriate value for the dollars spent.

Compensation policies, when appropriately chosen and skillfully administered, make a major contribution to the effective and efficient management of a printing organization. A carefully designed plan generally can eliminate a great deal of time spent on certain phases of management. At the same time it must be recognized that a compensation plan is merely an adjunct to and not a replacement for creative, innovative management.

To our knowledge, a thorough examination of compensation levels and practices for the financial and administrative positions most normally found in printing organizations has not been accomplished since 1976. Limited data has been available from such sources as The American Management Associations and the Conference Board. Unfortunately, it is somewhat incomplete and based on a limited number of survey responses from the printing industry.

The need to make a complete survey of these positions was brought to the attention early in 1981 by leading financial executives in the printing industry. They helped designate which positions should be reviewed, what practices should be evaluated, and generally provided guidance for the completion of this survey.

The positions included in this survey normally found in printing companies are:

TOP FINANCIAL EXECUTIVE
COMPANY/CORPORATE CONTROLLER
DIVISION CONTROLLER
COMPANY TREASURER
MANAGER - COST ACCOUNTING
COST ACCOUNTANT
MANAGER - BUDGETS
MANAGER - ACCOUNTS PAYABLE
MANAGER - FINANCIAL ANALYSIS
FINANCIAL ANALYST
MANAGER OF BILLING
CREDIT MANAGER
TOP ESTIMATING MANAGER
TOP CUSTOMER SERVICE MANAGER
TOP PURCHASING MANAGER
TOP PERSONNEL EXECUTIVE
TOP LABOR RELATIONS EXECUTIVE
MATERIALS MANAGEMENT EXECUTIVE
MANAGER-MANAGEMENT INFORMATION SERVICES
SYSTEMS ANALYST/PROGRAMMER

There are certainly other positions in the financial and administrative areas not covered in this survey. At the same time, the preceding positions represent the most typical financial and administrative positions found in printing organizations.

The results represented in this report are the starting points for the comparisons of your organization's practices and levels of compensation versus printers of your own size, products specialty, geographic location, or other essential variables.

It is important to remember that there is no right dollar of compensation or standard practice that applies to all companies. Each company must determine on its own if it wishes to pay each of its executives higher, lower, or the average of compensation for that position listed in this report. Circumstances of position content, executive ability, length of service and other factors certainly influence variances from the average.

Therefore, this report provides a benchmark from which you can further evaluate the appropriateness of your compensation program for the financial amd administrative positions found in your company.

CHAPTER II

SURVEY METHODOLOGY AND DEFINITIONS

A twelve page survey document was mailed to a carefully selected group of printing organizations located throughout the United States and Canada. The objective was to receive information on compensation levels and practices for financial and administrative positions normally found in the printing organizations on the North American Continent.

123 printing companies completed the survey. The survey forms were checked for accuracy, incomplete information was solicited by telephone and letter, and all information was key punched for ease in manipulation of data.

Compensation levels and practices were analyzed by five parameters: total, company size, geographic location, major products produced, and industrial relations category. Two separate data processing runs were required to provide the information obtained in this report.

Information from the survey forms was further validated by a check survey mailed to a limited number of printing organizations.

Average dollars of compensation were analyzed in this survey. "Average" means the simple arithmetic average calculated by dividing the total of all items in the sample by the number of items.

The following financial and administrative positions are most normally found in the printing organization survey. A brief but important position description for each is provided below:

TOP FINANCIAL EXECUTIVE: Plans, develops and administers the financial affairs of the company. Establishes overall financial, accounting and reporting policies and procedures. Provides financial counsel on major business decisions. Controls and safeguards the assets of the company.

COMPANY/CORPORATE CONTROLLER: Directs establishment of accounting principles, practices and procedures. Maintains all accounting records and is responsible for the development, analysis and interpretation of statistical and accounting information to appraise operating results in terms of costs, budgets, policies of operations, trends and increased profit possibilities.

DIVISION CONTROLLER: Provides administrative and control services (such as general accounting, cost accounting, budgeting and profit planning) to a division which may be a major plant. Receives functional direction from Company/Corporate Controller. Typically reports to the Division Manager or Vice President.

COMPANY TREASURER: Directs the corporate treasury function including the custody and conservation of funds and other financial assets and management of the investment and credit activities. May function as corporate secretary. May be responsible for corporate tax affairs and/or shareholder relations.

MANAGER-COST ACCOUNTING: Responsible for job costing, preparation of billing for jobs sold on basis of contracts and quotations, preparation of accounts receivable invoices and audit of billings. Develops and maintains controls for costing, billing and/or invoicing. Trains and supervises cost accounting and billing personnel.

COST ACCOUNTANT: Prepares and analyzes cost records and reports, closely following predetermined cost accounting methods and procedures. Classifies labor, material and overhead to compute actual cost of products. Analyzes documents for customers.

MANAGER-BUDGETS: Responsible for preparation of division profit plans and capital expenditure budget. Prepare and maintain standard hour cost rates. Anaylze and report on monthly budget variances.

MANAGER-ACCOUNTS PAYABLE: Responsible for the accounts payable systems including receipt of purchase orders, matching with suppliers invoices, receiving authorization for payment, verifying receipt of goods, preparation of checks for payment, and maintaining account records regarding financial transactions with suppliers.

MANAGER-FINANCIAL ANALYSIS: Responsible for developing, monitoring and interpreting the follow up information developed by the company's financial system. Provides management with the key financial ratio and conclusions regarding the financial situation of the company.

FINANCIAL ANALYST: Reports directly to the Manager-Financial Analysis, and collects information from the financial system for analysis and interpretation.

MANAGER OF BILLING: Responsible for the billing system including preparation of invoices on a timely basis, determines dollars to be billed and prompt distribution of invoices to customers. May have billing clerks reporting directly to this position.

CREDIT MANAGER: Responsible for the policies and procedures governing the company's credit and collection operation. Often establishes credit terms, judges credit worthiness of customers, pursues delingquent accounts and initiates appropriate collection procedures.

TOP ESTIMATING MANAGER: Responsible for the development and operation of the companies estimating system. Reviews estimates, assigns estimates, prepare quotations, verifies correctness of estimating values.

TOP CUSTOMER SERVICE MANAGER: Once a job is entered into the manufacturing system he is responsible for contact between plant salesman and customer. Provides an information flow of status of job, expected delivery dates and keeps multiple departments informed of expected or actual changes.

TOP PURCHASING MANAGER: Responsible for the purchasing system of materials on a timely reasonable cost basis.

TOP PERSONNEL EXECUTIVE: Develops, implements and coordinates company-wide policies and programs concerning employment, compensation, training and development, labor relations and employee services. Typically supervises managers of all of the above functions and provides guidance to and audits the results of divisional personnel administrators. Typically reports to the Chief Executive Officer, Executive Vice President or Administrative Vice President.

TOP LABOR RELATIONS EXECUTIVE: Plans and directs all labor relation activities of the corporation, including contract negotiations and major grievance handling. Typically reports to the Top Personnel Executive.

MATERIALS MANAGEMENT EXECUTIVE: Responsible for developing and executing programs to provide the most cost efficient flow of goods through the plant to the customer.

MANAGER-MANAGEMENT INFORMATION SERVICES: Responsible for company-wide data processing and data communication capability commensurate with the requirements of computer-based information system operation. Provides company-wide staff support and technical assistance in the development and implementation of new and/or improved computer-based information systems for management planning and control of business operations. Typically reports to Vice-President-Finance or Treasurer.

SYSTEMS ANALYST/PROGRAMMER: Responsible for systems analysis, design and programming for an assigned systems development project. Experienced in systems design and programming to the extent where he can guide union systems analysts/programmers. Conducts studies and analysis of requirements for new and/or modified computer-based systems.

Within each position, dollars of compensation were analyzed by two distinct groups. Group A represents those individuals holding that position who receive salary only. Group B represents those individuals who receive a salary plus some sort of bonus incentive.

In some instances information from survey respondents was analyzed by geographic location. Following are the geographic designations used in this survey.

A. Northeast - Includes Maine, New Hampshire, Vermont, New York, Massachusetts, Connecticut, New Jersey, Pennsylvania, and Rhode Island.

B. South - Includes Delaware, Maryland, Virginia, West Virginia, District of Columbia, Kentucky, North and South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Arkansas, Louisiana, Oklahoma and Texas.

C. Central - Includes Michigan, Ohio, Indiana, Wisconsin, Illinois, Minnesota, Iowa, Missouri, North and South Dakota, Nebraska and Kansas.

D. West - Includes Montana, Idaho, Wyoming, Colorado, Utah, New Mexico, Arizona, Nevada, Washington, Oregon, California and Hawaii.

E. Canada - Includes all Canadian Provinces.

CHAPTER III

INFORMATION ON SURVEY RESPONDENTS

The PIA survey of Financial/Administrative Positions in the North American Printing Industry was mailed to approximately 2000 printing companies throughout the United States and Canada. 123 companies returned completed surveys.

Several overall statistics regarding our survey respondents were gathered to assure that they represented the industry in total.

TABLE 1

GEOGRAPHIC DISTRIBUTION
ALL RESPONSES

Geographic Area	% of Survey Responses
Northeast -	24%
South -	24%
Central -	20%
West -	20%
Canada -	12%

Our survey respondents represent the industry in total as regards geographic distribution. In general, the majority of printers on the North American Continent are located in the Northeast and South sections of the United States. 48% of our survey respondents were located in these two areas of the country.

TABLE 2

SIZE OF COMPANY
ALL RESPONSES:

$ of Sales	% of Survey Responses
$0 - $500,000	3%
$500,000 - $1,500,000	27%
$1,500,000 - $5,000,000	38%
$5,000,000 - $10,000,000	15%
$10,000,000 - $25,000,000	9%
Over $25,000,000	8%

A representative sample of each size printer is evident in this survey. In general for the industry in total, most printers have a sales volume of under 5 million dollars. In this survey, 68% of our respondents had sales ranging up to 5 million dollars. The smallest group represented ranged from 0 to 500,000 dollars in sales. Printers in the size range of $1,500,000 to $5,000,000 in sales represented the largest percent of responses, 38% of all respondents.

TABLE 3

PRINCIPAL PRODUCTS PRODUCED
ALL RESPONSES:

Principle Product Produced	% of Survey Responses
General Commercial Printing	59%
Magazines and Periodicals	10%
Business Forms	8%
Trade Houses	8%
Books	7%
Directories	2%
Labels and Wrappings	2%
Financial and Legal	2%
Direct Mail Catalogs	1%

General Commercial Printing as the main product produced, was dominant in our survey, as it is for the printing industry in total. Approximately 60% of all printers considered their main product produced - General Commercial Printing.

TABLE 4

INDUSTRIAL RELATIONS CATEGORY
ALL RESPONSES:

Industrial Relations Category	% of Survey Responses
Open Shop	70%
Union Shop	20%
Combination Shop (part open and part union)	10%

Survey respondents were asked to specify their industrial relations category. As might be expected, 70% of our responses were from open shop employers; 20% from union employers; and 10% from combination shops which combine both open and union employees.

CHAPTER IV

COMPENSATION PRACTICES

Before reviewing the actual dollars of compensation paid key positions in the financial and administrative functions of a printing organization, it is important to note specific compensation practices in the total compensation program. These practices have a significant impact on management of a compensation system, its effectiveness as viewed by individuals involved, and are a most important part in the planning of the total compensation program.

A most important point is that how you manage your compensation program is almost as important as the actual dollars of compensation you pay. Said another way, employees who view compensation programs as being fairly managed are more likely to be satisfied with their levels of compensation than those who doubt the fairness of administration and dollars paid in compensation.

The key analysis to be accomplished is to:

a. Review compensation practice as detailed in this survey.

b. Compare with your own compensation practice.

c. Determine what, if any, changes are necessary to make your compensation practices more effective.

Remember, there is no right answer. The average response represented in this report may not be appropriate for your organization.

TABLE 5

FREQUENCY OF SALARY REVIEW
ALL RESPONSES

Frequency of Review	% of Survey Responses
Annually	73%
Every Six Months	22%
No Regular Period	5%

There was no significant difference, either regionally or by main product produced, as far as frequency of salary review. When examining Industry Relations category, we find combination shops having an annual review 83% of the time.

TABLE 6

FREQUENCY OF SALARY REVIEW
BY COMPANY SIZE

Frequency of Review	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 over
Annually	75%	48%	81%	89%	82%	78%
Every Six Months	25%	42%	15%	11%	9%	22%
No Regular Period	0	10%	4%	0	9%	0

As might be expected, the larger the company the greater the tendency for an annual salary review. Smaller companies tend to review salaries more often, on a six month basis than do their larger printer counterparts. Yet in most cases, most companies review salaries on an annual basis.

TABLE 7

BASIS FOR SALARY ADJUSTMENT:
ALL RESPONSES

Basis For Salary Adjustment	% of Survey Responses
Merit	20%
Length of Service	1%
Cost of Living	7%
Combination of Above	72%

In total, more than one factor is taken into account when making salary adjustments. These factors could include job performance (merit), length of service and cost of living. It would appear that merit is the most important of the three factors.

It is important to note that there is little difference in the basis for salary adjustment when examining printers by region, by size, by product produced, or industrial relations activity.

TABLE 8

USE OF BONUS/INCENTIVE COMPENSATION
ALL RESPONSES

Bonus/Incentive Used	% of Survey Responses
Yes	58%
No	42%

The use of bonus and incentives has decreased since our previous survey. Previously, approximately 2 out of 3 printers used some kind of bonus or incentive compensation for their financial/administrative positions. Now the number has reduced slightly to 58% using, 42% not using. Thus, there is little difference in use of bonus by company size, main product produced or regional difference. The union shops tend to use bonus 67% of the time while open shops only use it 57% of the time and comination shops 42% of the time.

TABLE 9

USE OF BONUS/INCENTIVE COMPENSATION:
BY COMPANY SIZE

Bonus/Incentive Used	$ of Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 over
Yes	25%	55%	64%	53%	64%	55%
No	75%	45%	36%	47%	36%	45%

There is very little variance as to the use of bonus and incentive compensation by size of company. Most generally, printers use a bonus or incentive as an additional motivational factor.

TABLE 10

SIZE OF TOTAL COMPANY BONUS/INCENTIVE DETERMINED BY USER'S

Determined by	% of Bonus/Incentive Used
Formula	44%
Discretion	54%
Other	2%

Of those people who responded to this survey that do use bonus and incentive for their financial/administrative executives, is a rather even split between those who: (a) Determine this size of bonus by some sort of pre-determined and announced formula such as percent of profits, and (b) those who do it on a discretion basis only. The use of a discretion bonus is probably due to the fact that many decision makers are also the owners of the company.

There is little difference again, in examining how the size or total company bonus/incentive is determined when looking at various regions, product categories, sales volume size, or industrial relations category.

TABLE 11

AMOUNTS OF INDIVIDUAL BONUS/INCENTIVE DETERMINED BY: USER'S

Determined by	% of Bonus/Incentive Users
Formula	30%
Discretion	48%
Combination	18%
Other*	4%

*Other Includes:

a) Formula - plus input from department heads
b) Gross profit
c) Christmas bonus based on profits
d) Discretion plus profitability
e) Contribution by recipient

It should be noted that individual bonuses are more often determined by discretion, than by formula or combination of discretion and formula.

TABLE 12

FACTORS IMPORTANT TO DETERMINING AMOUNT
OF INDIVIDUAL BONUS/INCENTIVE:
USER'S RESPONSES:

Factor	% of Bonus/Incentive Users
Company Performance Criteria Only	22%
Individual Performance Target	11%
Combination of Both	62%
Other*	5%

*Other Includes:

a) Profit sharing paid at retirement
b) Combination of all of the above plus discretion
c) Performance of the department of the recipient
d) Arbitrary
e) Attitude
f) Length of service

The size of an individual's bonus is determined mainly through an evaluation of both company and individual performance. Over 60% of our survey printers who use bonus and incentive compensation programs, said they evaluated both these factors in determining the amount of an individual's bonus.

TABLE 13

TYPES OF BONUS GIVEN:
USER RESPONSE

Type of Bonus	% of Bonus/Incentive Users
Current Cash Only	85%
Current Cast and Other Forms	9%
Cash Installments	6%
Long Term Deferred Cash	0
Company Stock Distributed Annually	0
Deferred Stock	0
Other*	0

*Other Includes:

a) Profit sharing put in trust
b) Profit sharing - paid retirement

There seems to be a general agreement - the best type of bonus is current cash! Almost four out of five of those printers who use a bonus program pay this incentive in current cash. If we combine those compensation plans which involve some type of current cash payment (current cash only, current cash other forms, and cash installments), there is almost unanimous agreement on the use of current cash as part or all of the incentive payment. The use of deferred cash payments or company stock distribution is negligible.

TABLE 14

MAXIMUM VACATION BENEFIT:
ALL RESPONSES

Vacation Benefits	% of Survey Responses
One Week	0
Two Weeks	8%
Three Weeks	28%
Four Weeks	53%
More Than Four Weeks	11%

Approximately 90% of our survey printers have a maximum vacation benefit of 4 weeks. 36% have a maximum vacation benefit of 3 weeks. As the trend of all industries towards greater vacation benefits continues, we see a similar trend in the printing industry.

Just a few years ago, five weeks of vacation would have been unheard of in the printing industry. Today, 11% of our survey printers have such a maximum vacation benefit.

Reviewing maximum vacation benefit by geographic region, we find that 41% of printers in the South provide 4 weeks of vacation versus 64% of printers in the Central and Canadian regions. Examining maximum vacation benefit by industrial relations category, we find 67% of union printers provide 4 weeks of vacation versus 48% of open shop printers offering the same period.

TABLE 15

MAXIMUM VACATION BENEFIT:
BY COMPANY SIZE

Vacation Benefit	$ of Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 over
One Week	0	0	0	0	0	0
Two Weeks	25%	15%	11%	21%	0	0
Three Weeks	50%	25%	40%	63%	11%	15%
Four Weeks	25%	45%	45%	16%	78%	65%
More Than Four Weeks	0	15%	4%	0	11%	20%

The larger the printer, the more likely he is to provide a longer vacation benefit than his smaller printer counterparts. Not a single printer with the sales volume under $500,000 provides a 5 week benefit. Slightly more than one out of five of our very largest printers, over 25 million dollars in sales, provides such a 5 week benefit period.

TABLE 16

MINIMUM TIME FOR MAXIMUM VACATION BENEFITS:
ALL RESPONSES:

Minimum Time	% of Survey Responses
Up to Five Years	31%
Six to Ten Years	27%
Eleven to Fifteen Years	23%
Sixteen to Twenty Years	8%
More Than Twenty Years	11%

The maximum vacation benefit in a printing organization is earned in 31% of the cases in the first five years of employment. 57% of our survey responses provide the maximum vacation benefit within a 10 year time frame. Approximately 10% of our survey responses required 20 years or more of continuous service in order to qualify for the maximum vacation benefit. The only significant difference from these averages can be seen when examining Canada, where 50% of Canadian printers provided the maximum vacation benefit in 5 years or less.

TABLE 17

MINIMUM TIME FOR MAXIMUM VACATION BENEFITS:
BY COMPANY SIZE

Minimum Time	$ of Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 over
Up to Five Years	100%	42%	30%	5%	18%	33%
Six to Ten Years	0	18%	34%	32%	27%	17%
Eleven to Fifteen Years	0	24%	19%	26%	27%	33%
Sixteen to Twenty Years	0	0	15%	11%	0	17%
More Than Twenty Years	0	16%	2%	26%	28%	0

Because the small printer has a tendency to provide a shorter maximum vacation benefit, it would appear they tend to provide this benefit more quickly than their larger printer counterpart. Said another way, the two week vacation is practically standard in American industry, normally being offered after one year of continuous service.

CHAPTER V

FRINGE BENEFITS

Compensation is often viewed only within the context of dollars paid in salary and bonus. Often one of the key cost elements of compensation is overlooked - that is - fringe benefits.

Fringe benefits are an expected benefit in a company organization. Once made available to the employee they are difficult to withdraw. They amount to a surprising sum of money. In many cases fringe benefits can amount to 30 to 40 percent of base pay compensation.

It, therefore, is important in the evaluation of your compensation practices to review fringe benefits, accurately determine their cost, research their motivational value, and examine the best uses of fringe benefits consistent with industry standards and your needs.

Following are statistics regarding the typical fringe benefits used by printing organizations that responded to this survey. In most cases information is provided for the industry in total and by company size. As might be expected, the larger the printer the more likely he is to provide the fringe benefits under analysis.

TABLE 18

GROUP HOSPITALIZATION COVERAGE:
ALL RESPONSES

Group Hospitalization	% of Survey Responses
A. Company Pays for Employee Only	23%
B. Company Pays for Employee and Family	76%
C. Does not Pay for Either	2%

Practically 100% of our survey printers provide group hospitalization for the employee. Three out of four printers provide group hospitalization for the employee and family.

93% of Northeast printers pay for employee and family group hospitalization; 94% of Canadian printers do the same; while only 52% of Southern printers provide this fringe benefit. Upon examining the industrial relations category, we find that 88% of union printers pay for employee and family while only 76% of open shops provide similar benefit.

TABLE 19

GROUP HOSPITALIZATION COVERAGE:
BY COMPANY SIZE

Group Hospitalization	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 over
A. Company Pays for Employee Only	25%	25%	23%	32%	0	22%
B. Company Pays for Employee and Family	50%	75%	77%.	63%	100%	78%
C. Does Not Pay for Either	25%	0	0	5%	0	0

The larger the printer the more likely that group hospitalization will be paid for by the company for both the employee and the family. In not a single case do we find the larger printer with sales volume in excess of $10,000,000 requiring the employee to pay for his group hospitalization.

TABLE 20

GROUP SURGICAL COVERAGE:
ALL RESPONSES

Group Surgical Coverage	% of Survey Responses
A. Company Pays for Employee Only	23%
B. Company Pays for Employee and Family	74%
C. Does Not Pay for Either	3%

There is a striking similarity between the statistics for Table 20 and Table 18. It appears that those printers who provide company paid group hospitalization also provide company paid group surgical coverage for employee and family. Almost 100% provide company paid group surgical coverage for the employee.

86% of our printers in the Northeast provide group surgical coverage for both employee and family; 84% of Central printers do the same; 88% of Canadian printers do the same; while only 52% of Southern printers provide group surgical coverage for employee and family. Union printers provide group surgical coverage in 88% of the cases, while combination shops 67%.

TABLE 21

GROUP SURGICAL COVERAGE:
BY COMPANY SIZE

Group Surgical Coverage	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 over
A. Company Pays for Employee Only	25%	25%	23%	32%	0	22%
B. Company Pays for Employee and Family	50%	75%	73%	63%	100%	78%
C. Does Not Pay for Either	25%	0%	4%	5%	0	0

Again the similarity between those companies providing company paid group hospitalization and company paid group surgical coverage is obvious when comparing Table 19 and 21. Three out of four large printers provide company paid group surgical coverage for the employee and family, versus 50% of the small printers with a sales volume up to $500,000 providing such coverage.

TABLE 22

MAJOR MEDICAL COVERAGE
ALL RESPONSES

Major Medical Insurance	% of Survey Responses
A. Company Pays for Employee Only	24%
B. Company Pays for Employee and Family	74%
C. Does Not Pay for Either	2%

Again, there is a striking similarity between those companies who provide company paid hospitalization, surgical and major medical coverage. The importance of these three coverages has certainly been stressed during the past few years in all industries, and labor contracts in the printing industry require this type of coverage for most workers. It is indeed rare for a printer to require the employee to pay for either his group hospitalization, group surgical, or major medical coverage.

The tendency to pay major medical coverage for employee and family tends to be higher in the Northeast and Central region; lower in the South and West region. In Canada the employer normally pays this major medical. If the company is unionized, there is a higher probability that the company will pay the major medical insurance for both the employee and family.

TABLE 23

MAJOR MEDICAL COVERAGE
BY COMPANY SIZE

Major Medical Insurance	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 Over
A. Company Pays for Employee Only	25%	24%	26%	32%	0	23%
B. Company Pays for Employee and Family	75%	73%	74%	63%	91%	77%
C. Does Not Pay for Either	0	3%	0	5%	9%	0

Again, the statistics by company size for major medical coverage are similar to those already reviewed on group hospitalization and group surgical fringe benefits.

TABLE 24

BASIC LIFE INSURANCE:
ALL RESPONSES

Life Insurance	% of Survey Responses
Company Pays for Employee Only	74%
Company Pays for Employee and Family	24%
Does Not Pay for Either	2%

A quite different trend is evident in these statistics. Although most printing organizations provide basic life insurance to their employees - less than one out of four provides similar coverage paid for by the company. to the employee's family.

Our sub-categories do not vary from the national average, except in one case - Canadian printers in 56% of the cases, pay for employee and family life insurance.

TABLE 25

BASIC LIFE INSURANCE:
BY COMPANY SIZE

Life Insurance	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 Over
Company Pays for Employee Only	25%	58%	79%	84%	82%	100%
Company Pay for Employee and Family	75%	36%	19%	16%	18%	0
Does Not Pay for Either	0	6%	2%	0	0	0

There is little difference from small to large printer in providing basic life insurance as a company paid fringe benefit. Most printers in small, medium, or large companies provide such a fringe benefit.

TABLE 26

SUPPLEMENTAL LIFE INSURANCE:
ALL RESPONSES

Supplemental Life Insurance	% of Survey Responses
Available to Employee	46%
Not Available	54%

The providing of a basic life insurance fringe benefit to the employee is a prevalent occurrence in the printing industry, as it is in most other industries. But, as confirmed by the American Management Association compensation surveys, the providing of a company paid supplemental life insurance is not a normal fringe benefit. But, the trend is up. In this most recent survey, 46% of our survey respondents make available supplementary life insurance to their employees. This compares with only 29% in our 1976 survey.

TABLE 27

SUPPLEMENTAL LIFE INSURANCE:
BY COMPANY SIZE

Supplemental Life Insurance	$ Sales (00,000)					
	$0 - $.5	$ .5 - $ 1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 Over
Available to Employee	75%	51%	35%	37%	64%	78%
Not Available	25%	49%	65%	63%	36%	22%

It would appear that large printers have a slightly greater tendency to offer company paid supplemental life insurance to their employees than do their small printer counterparts.

TABLE 28

ACCIDENTAL DEATH AND DISMEMBERMENT:
ALL RESPONSES

Accidental Death and Dismemberment	% of Survey Responses
A. Company Pays for Employee Only	64%
B. Company Pays for Employee and Family	20%
C. Does Not Pay for Either	16%

These statistics indicate that two out of three printers surveyed provide accidental death and dismemberment insurance for their employee. Another 20% provide it for both the employee and family.

Our sub-categories do not differ from the national average to any great extent, except for Canada, where our Canadian printers, in 31% of the cases, pay for employee and family accidental death and dismemberment insurance.

TABLE 29

ACCIDENTAL DEATH AND DISMEMBERMENT:
BY COMPANY SIZE

Accidental Death and Dismemberment	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5.	$5 - $10	$10 - $25	$25 Over
A. Company Pays for Employee Only	50%	55%	68%	63%	55%	100%
B. Company Pays for Employee and Family	25%	27%	19%	16%	18%	0
C. Does Not Pay for Either	25%	18%	13%	21%	27%	0

There appears to be little significant difference in the fringe benefit of accidental death and dismemberment as it relates to company size other than for the very largest printers. Printers, large or small, have a tendency to provide

this as a fringe benefit to the employee and a minority of the cases, to the family also.

TABLE 30

LONG TERM DISABILITY:
ALL RESPONSES

Long Term Disability	% of Survey Responses
Available	66%
Not Available	34%

Striking similarities appear between Table 30 and 28. Those printers who tend to offer company paid accidental death and dismemberment insurance to the employee also offer company paid long-term disability insurance. The major difference between these two benefits is that very few printers provide company paid long-term disability insurance to the employee's family. One out of three printers do not make long-term disability insurance available to either the employee or the family.

Our Canadian and Central region printers tend to offer long-term disability insurance to their employees more often than their counterparts. Only 48% of our Southern printers offer long-term disability insurance. Union shops offer long-term disability insurance in 88% of the cases; while open shops offer such only 57% of the time.

TABLE 31

LONG TERM DISABILITY:
BY COMPANY SIZE

Long Term Disability	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 Over
Available	75%	50%	64%	64%	100%	90%
Not Available	25%	50%	36%	36%	0	10%

The larger the printer, the more likely that long-term disability insurance will be made available to the employee.

TABLE 32

RETIREMENT BENEFITS:
ALL RESPONSES

Retirement Benefits	% of Survey Responses
A. Company Pays Entire Cost	44%
B. Cost Shared by Company & Employee	12%
C. Employee Pays Entire Cost	1%
D. Company Does Not Have a Program	43%

It is striking to note that 44% of all respondents pay the cost of an employee's retirement program; while 43% do not even have a program.

Significant differences do not exist when examining retirement benefits by region except for Canada, where 38% of our Canadian printers share the cost of retirement with their employee, but not a single company pays the entire cost of retirement benefits in Canada.

TABLE 33

RETIREMENT BENEFITS:
BY COMPANY SIZE

Retirement Benefits	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 Over
A. Company Pays Entire Cost	0	19%	50%	66%	45%	67%
B. Cost Shared By Company & Employee	0	10%	11%	11%	27%	0
C. Employee Pays Entire Cost	0	4%	1%	0	0	0
D. Company Does Not Have a Program	100%	67%	38%	23%	28%	33%

Small printers under $500,000 in sales have a tendency not to pay for the retirement benefits for the survey position when compared to their large printer counterparts. This trend is shown in Table 33. Large printers also tend to share the cost with their employees more often than their small printer counterparts.

TABLE 34

DENTAL INSURANCE:
ALL RESPONSES

Dental Insurance	% of Survey Responses
A. Company Pays for Employee Only	10%
B. Company Pays for Employee and Family	43%
C. Does Not Pay for Either	47%

Dental insurance is one of the newer fringe benefits offered in the North American printing industries. For our survey responses, it appears that dental insurance is growing rapidly. In our 1976 survey, only 15% of our respondents paid dental insurance for either employee or his family. Today over 53% pay either for the employee or the employee and family.

Regional differences highlight the fact that Canadian printers provide dental insurance for employee and the family in 69% of the cases, while Southern printers provide dental insurance for the employee and the family in only 17% of the cases. There is little difference in dental insurance offered by union, open shop or combination shop printers.

TABLE 35

DENTAL INSURANCE
BY COMPANY SIZE

Life Insurance	$ of Sales (00,000)					
	$0 - $.5	$.5 $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 Over
A. Company Pays for Employee Only	0	12%	9%	16%	9%	0
B. Company Pays for Employee and Family	50%	37%	33%	53%	73%	67%
C. Does Not Pay for Either	50%	51%	58%	31%	18%	33%

The larger the printer the greater the tendency that the company will pay dental insurance for both employee and family.

TABLE 36

OPTICAL INSURANCE:
ALL RESPONSES

Optical Insurance	% of Survey Responses
A. Company Pays for Employee Only	5%
B. Company Pays for Employee and Family	7%
C. Does Not Pay for Either	88%

The major difference, when examining optical insurance by region is that Canadian printers in 30% of the cases, pay for employee and family optical insurance. There is little difference from the national average when looking at size of firm or industrial relations category.

TABLE 37

PROFIT SHARING PLAN:
ALL RESPONSES

Profit Sharing Plan	% of Survey Responses
Yes	42%
No	58%

Approximately 40% of the surveyed printers have some type of profit sharing plan for their financial and administrative positions included in this study.

Profit sharing is offered by 33% of union shops, 43% of open shops and 58% of combination shops. Very little differences from national averages can be seen by products produced, geographical location or size of company, except for Canadian printers where 94% of such do not provide a profit sharing plan.

TABLE 38
PROFIT SHARING PLAN:
BY COMPANY SIZE

Profit Sharing Plan	$ Sales (00,000)					
	$0 - $.5	$.5 - $1.5	$1.5 - $5	$5 - $10	$10 - $25	$25 Over
Yes	50%	24%	50%	53%	36%	55%
No	50%	76%	50%	47%	64%	45%

TABLE 39

QUALIFIED VS. NON-QUALIFIED:
THOSE PROVIDING A PROFIT SHARING PLAN

Qualified vs. Non-Qualified	% of Users
Qualified	85%
Non-Qualified	15%

A majority of the profit sharing plans that are used are of the qualified nature. Only 15% are not qualified.

TABLE 40

PERIODICAL PHYSICAL EXAMINATIONS;
ALL RESPONSES

Periodical Physical Examinations	% of Survey Responses
Paid By Company	20%
Not Provided by Company	80%

One of the newer fringe benefits is the availability of a periodic physical examination for the executives of an organization. A regular physical examination has obvious benefits to the employee. It also has unique benefits to the employer, helping him keep executives in good physical condition. In general, company paid periodic physical examinations are not a prevalent fringe benefit in the printing industry.

Little difference exists by regions, products produced or industrial relations activity. The only slight difference is that larger printers tend more often to offer a periodical physical examination paid for by the company.

TABLE 41

CLUB MEMBERSHIP PAID BY COMPANY:
ALL RESPONSES:

Club Membership	% of Survey Responses
Paid by Company	28%
Not Paid by Company	72%

Club membership paid by company for business purposes appears to be an infrequent fringe benefit provided to financial and administrative positions under consideration in this study. Less than 3 out of 10 companies pay club membership. In Canada, less than 10% pay club membership for these positions. It is important to note there is little difference from the national average by size of company. Thus, the most frequently listed position of those included in this survey, which had club membership paid was the Top Financial Officer. Less frequently mentioned (in most cases only one or two times each) was the Cost Accountant, the Manager of Budgets, the Manager of MIS, the Systems Analyst, the Top Labor Relations Executive, and the Second Level Personnel Officer.

TABLE 42

AUTOMOBILES PROVIDED BY COMPANY:
ALL RESPONSES:

Automobiles Provided by Company	% of Survey Responses
Paid for by the Company	60%
Not Provided by Company	40%

Six of ten of our surveyed printers provide a company-paid automobile for at least one of the financial/administrative positions included in this survey. Little difference from the national average can be seen by industrial relations category, product produced or geographical location. It is true that the larger the company the more likely an automobile will be provided by the company to at least one of the financial/administrative positions listed in this survey. Thus, the most frequent position to receive a company-paid automobile is the Chief Financial Officer (50%). The next most frequently listed position is the Top Personnel Officer (7%). Listed once or twice for receiving automobiles is the Manager of Budget, the Office Manager, the Top Labor Relations Executive and the Second Level Personnel Officer.

CHAPTER VI

DOLLARS OF COMPENSATION

The main objective of this compensation survey was the development of valid information on the dollars of total compensation paid to financial and administrative executives in the printing industry. 123 printing companies responded to this survey, and the comparison provided in this chapter is a result of the analysis of their responses.

Compensation dollars paid for the year 1980 and base salary increases for 1981 and 1982 are providing for the following financial and administrative positions:

TOP FINANCIAL EXECUTIVE
COMPANY/CORPORATE CONTROLLER
DIVISION CONTROLLER
COMPANY TREASURER
MANAGER-COST ACCOUNTING
COST ACCOUNTANT
MANAGER-BUDGETS
MANAGER-ACCOUNTS PAYABLE
MANAGER-FINANCIAL ANALYSIS
FINANCIAL ANALYST
MANAGER OF BILLING
CREDIT MANAGER
TOP ESTIMATING MANAGER
TOP CUSTOMER SERVICE MANAGER
TOP PURCHASING MANAGER
TOP PERSONNEL EXECUTIVE
TOP LABOR RELATIONS EXECUTIVE
MATERIALS MANAGEMENT EXECUTIVE
MANAGER-MANAGEMENT INFORMATION SERVICES
SYSTEMS ANALYST/PROGRAMMER

Dollars of compensation paid for each financial or administrative position is further segmented into two groups;

Group A represent those executives who are paid on a <u>salary only</u> basis; no bonus or incentive payment is made to these individuals.

Group B represents those executives who are paid on a salary plus bonus/incentive basis.

Dollars of compensation are analyzed not only for total responses to the survey but where possible, are reviewed by region (Northeast, South, Central, West and Canada) and by sales volume size (under $500,000; $500,000 to $1,500,000; $1,500,000 to $5,000,000; $5,000,000 to $10,000,000; $10,000,000 to $25,000,000; $25,000,000 to $50,000,000; Over $50,000,000). Where possible, the highest and lowest paid in both Group A and Group B, are also listed.

It should be noted that no breakout was made by product category or industrial relations activity. This is due to the fact that the differences seemed to be insignificant or more generally based on regional location or sales size of compnay.

Where no response was received in a particular column or row, a check mark is listed.

Finally, it should be remembered that the figures represented in this survey are "averages", the simple arithmetic average calculated by dividing the total of all items in the sample by the number of items.

TABLE 43

TOP FINANCIAL EXECUTIVE

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$39,750	$40,275	$13,125	$53,400	+ 14.8%	+ 10.2%
By Region						
Northeast	$48,650	$42,430	$21.630	$64,060	+ 9.5%	
South	35,420	46,030	10,630	56,660	+ 25.9%	
Central	36,610	35,960	12,610	48,570	+ 15.1%	
West	40,640	43,380	5,340	48,720	+ 13.9%	
Canada	31,020	35,420	15,140	50,560	+ 10.7%	
By Sales (000,000)						
Under .5	$33,000	$14,400	$15,000	$29,400	0%	
.5 to 1.5	38,790	39,300	11,750	51,050	+ 7.9%	
1.5 to 5	38,300	40,180	16,140	56,320	+ 21.1%	
5 to 10	45,870	37,650	12,600	50,250	+ 18.9%	
10 to 25	35,100	45,500	12,000	57,500	+ 17.7%	
25 to 50	62,150	38,500	9,840	48,740	+ 16.1%	
Over 50	85,000	58,000	7,900	65,900	+ 14.0%	
Highest Paid	$100,000			$142,000		
Lowest Paid	19,500			27,000		
% Paid Salary Only vs. Salary + Bonus	50%			50%		
# of Responses	42			42		

COMPANY CONTROLLER/CORPORATE CONTROLLER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary	+ Bonus	= Total		
All Responses	$27,640	$27,660	$3,520	$31,180	+ 13.4%	+ 9.8%
By Region						
Northeast	$33,225	$25,805	$4,070	$29,875	+ 8.8%	
South	25,900	27,380	2,570	29,950	+ 17.5%	
Central	30,900	25,040	5,230	30,270	+ 17.6%	
West	25,585	43,200	2,900	46,100	+ 14.1%	
Canada	19,775	23,500	2,950	26,450	+ 9.8%	
By Sales (000,000)						
Under .5	$21,600	$15,000	$3,900	$18,900	+ 4.1%	
.5 to 1.5	19,575	✓	✓	✓	✓	
1.5 to 5	25,610	26,470	3,870	30,340	+ 13.2%	
5 to 10	29,240	28,950	4,275	33,225	+ 15.2%	
10 to 25	INS.	31,800	1,930	33,730	+ 20.9%	
25 to 50	35,225	23,500	1,000	24,500	+ 4.8%	
Over 50	45,000	40,000	3,500	43,500	+ 10.1%	
Highest Paid	$47,000			$53,000		
Lowest Paid	14,100			18,500		
% Paid Salary Only vs. Salary + Bonus	56%			44%		
# of Responses	27			21		

DIVISION CONTROLLER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$21,770	$27,080	$8,000	$35,080	+ 14.5%	+ 10.8%
By Region						
Northeast	$26,200	√	√	√	+ 21.7%	
South	√	√	√	√	√	
Central	17,050	$27,080	$8,000	$35,080	+ 10.8%	
West	23,800	√	√	√	+ 7.5%	
Canada	18,000	√	√	√	+ 31.6%	
By Sales (000,000)						
Under .5	√	√	√	√	√	
.5 to 1.5	$32,000	√	√	√	+ 62%	
1.5 to 5	18,000	√	√	√	+ 31.1%	
5 to 10	17,060	27,080	8,000	35,080	+ 10.8%	
10 to 25	√	√	√	√	√	
25 to 50	15,600	√	√	√	+ 10%	
Over 50	26,200	√	√	√	+ 21.7%	
Highest Paid	$32,000			$35,080		
Lowest Paid	15,600			35,080		
% Paid Salary Only vs. Salary + Bonus	83%			17%		
# of Responses	5			1		

COMPANY TREASURER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$27,163	$29,140	$4,320	$33,460	+ 10.4%	+ 10.9%
By Region						
Northeast	$30,766	$16,370	$7,730	$24,100	+ 9.1%	
South	20,000	30,980	3,000	33,980	+ 7.8%	
Central	26,625	36,000	5,000	41,000	+ 17.5%	
West	24,000	52,000	500	52,500	INS.	
Canada	32,000	16,000	500	16,500	+ 10.4%	
By Sales (000,000)						
Under .5	$18,200	✓	✓	✓	0%	
.5 to 1.5	28,575	$28,500	$2,000	$30,500	INS.	
1.5 to 5	23,100	29,960	5,870	35,830	+ 12.2%	
5 to 10	35,500	✓	✓	✓	+ 8.5%	
10 to 25	✓	✓	✓	✓	✓	
25 to 50	26,000	✓	✓	✓	+ 15.4%	
Over 50	✓	✓	✓	✓	✓	
Highest Paid	$37,000			$52,500		
Lowest Paid	18,200			16,500		
% Paid Salary Only vs. Salary + Bonus	55%			45%		
# of Responses	11			9		

MANAGER - COST ACCOUNTANT

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$21,020	$25,150	$1,035	$26,185	+ 10.1%	+ 8.7%
By Region						
Northeast	$28,275	$16,550	$1,500	$18,050	+ 9.1%	
South	18,500	23,350	750	24,100	+ 10.8%	
Central	17,800	19,100	1,200	20,300	+ 15.9%	
West	16,500	52,000	500	52,500	INS.	
Canada	15,500	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	$15,000	52,000	500	52,500	INS.	
1.5 to 5	21,625	18,450	1,250	19,700	+ 9.1%	
5 to 10	22,450	28,500	1,000	29,500	+ 12.5%	
10 to 25	17,870	✓	✓	✓	+ 18.8%	
25 to 50	✓	15,100	1,000	16,100	+ 9.9%	
Over 50	31,200	✓	✓	✓	+ 16.5%	
Highest Paid	$31,200			$52,500		
Lowest Paid	15,000			16,100		
% Paid Salary Only vs. Salary + Bonus	61%			39%		
# of Responses	11			7		

TABLE 48

COST ACCOUNTANT

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$16,940	$15,960	$460	$16,420	+ 8.1%	+ 8.7%
By Region						
Northeast	$19,430	$15,100	$1,000	$16,100	0%	
South	17,000	16,740	330	17,070	+ 8.3%	
Central	17,200	14,500	300	14,800	+ 8.2%	
West	16,000	✓	✓	✓	+ 10.9%	
Canada	14,000	✓	✓	✓	+ 3.6%	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	$14,750	✓	✓	✓	+ 10.1%	
1.5 to 5	17,250	$14,040	$230	$14,270	+ 6.1%	
5 to 10	17,200	22,600	600	23,200	+ 7.3%	
10 to 25	17,250	✓	✓	✓	+ 10.1%	
25 to 50	21,500	✓	✓	✓	INS.	
Over 50	15,300	15,100	1,000	16,100	+ 12.8%	
Highest Paid	$21,500			$23,200		
Lowest Paid	12,500			12,700		
% Paid Salary Only vs. Salary & Bonus	64%			36%		
# of Responses	9			5		

TABLE 49

MANAGER OF BUDGETS

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 198
		Salary + Bonus = Total				
All Responses	✓	$27,000	$2,300	$29,300	+ 8.5%	+ 9.0%
By Region						
Northeast	✓	$27,000	$2,300	$29.300	+ 8.5%	
South	✓	✓	✓	✓	✓	
Central	✓	✓	✓	✓	✓	
West	✓	✓	✓	✓	✓	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	✓	✓	✓	✓	✓	
1.5 to 5	✓	✓	✓	✓	✓	
5 to 10	✓	✓	✓	✓	✓	
10 to 25	✓	✓	✓	✓	✓	
25 to 50	✓	✓	✓	✓	✓	
Over 50	✓	$27,000	$2,300	$29,300	+ 8.5%	
Highest Paid	✓			$29,300.		
Lowest Paid	✓			$29,300		
% Paid Salary Only vs. Salary + Bonus	0			100%		
# of Responses	0			1		

TABLE 50

MANAGER OF ACCOUNTS PAYABLE

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary	+ Bonus	= Total		
All Responses	$15,605	$16,580	$910	$17,490	+ 10.7%	+ 10.1%
By Region						
Northeast	$12,620	$16,050	$610	$16,660	+ 14.6%	
South	14,300	15,820	1,365	17,185	+ 13.4%	
Central	15,575	14,500	300	14,800	+ 9.2%	
West	18,170	22,000	750	22,750	+ 10.9%	
Canada	16,830	✓	✓	✓	+ 7.4%	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	$16,375	$22,000	$750	$22,750	+ 6.4%	
1.5 to 5	13,885	15,220	1,130	16,350	+ 10.8%	
5 to 10	15,275	17,100	100	17,200	+ 13.9%	
10 to 25	✓	✓	✓	✓	✓	
25 to 50	19,100	✓	✓	✓	+ 9.7%	
Over 50	17,200	16,100	1,000	17,100	+ 11.4%	
Highest Paid	$22,000			$22,750		
Lowest Paid	7,700			14,800		
% Paid Salary Only vs. Salary + Bonus	71%			29%		
# of Responses	17			7		

TABLE 51

MANAGER OF FINANCIAL ANALYSIS

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$21,525	√	√	√	+ 11.0%	+ 10.0%
By Region						
Northeast	$20,400	√	√	√	+ 9.6%	
South	25,300	√	√	√	+ 14.2%	
Central	√	√	√	√	√	
West	20,000	√	√	√	+ 10.0%	
Canada	√	√	√	√	√	
By Sales (000,000)						
Under .5	√	√	√	√	√	
.5 to 1.5	$20,000	√	√	√	+ 10.0%	
1.5 to 5	13,000	√	√	√	+ 10.0%	
5 to 10	√	√	√	√	√	
10 to 25	25,300	√	√	√	+ 14.2%	
25 to 50	√	√	√	√	√	
Over 50	27,800	√	√	√	+ 9.4%	
Highest Paid	$27,800					
Lowest Paid	13,000					
% Paid Salary Only	100%			0%		
# of Responses	4			0		

TABLE 52

FINANCIAL ANALYST

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$17,850	✓	✓	✓	+ 11.5%	+ 10.4%
By Region						
Northeast	$18,000	✓	✓	✓	+ 14.2%	
South	14,100	✓	✓	✓	+ 9.9%	
Central	21,300	✓	✓	✓	+ 8.0%	
West	✓	✓	✓	✓	✓	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	✓	✓	✓	✓	✓	
1.5 to 5	✓	✓	✓	✓	✓	
5 to 10	$13,000	✓	✓	✓	+ 15.4%	
10 to 25	14,100	✓	✓	✓	+ 9.9%	
25 to 50	21,300	✓	✓	✓	+ 8.0%	
Over 50	23,000	✓	✓	✓	+ 13.5%	
Highest Paid	$23,000			✓		
Lowest Paid	13,000			✓		
% Paid Salary Only	100%			0%		
# of Responses	4			0		

TABLE 53

MANAGER OF BILLING

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary	+ Bonus	= Total		
All Responses	$18,025	$18,425	$1,400	$19,825	+ 11.1%	+ 10.2%
By Region						
Northeast	$20,160	$17,190	$940	$18,130	+ 10.3%	
South	√	21,500	2,560	24,060	INS.	
Central	15,075	√	√	√	+ 8.5%	
West	20,500	√	√	√	+ 12.4%	
Canada	15,330	√	√	√	+ 15.8%	
By Sales (000,000)						
Under .5	√	√	√	√	√	
.5 to 1.5	$15,170	$21,500	$2,560	$24,060	+ 19.6%	
1.5 to 5	16,260	13,550	700	14,250	+ 6.9%	
5 to 10	17,730	√	√	√	+ 10.5%	
10 to 25	14,000	√	√	√	+ 14.2%	
25 to 50	23,600	21,000	1,000	22,000	+ 8.8%	
Over 50	√	24,300	1,600	25,900	+ 8.6%	
Highest Paid	$30,000			$35,000		
Lowest Paid	11,000			10,550		
% Paid Salary Only vs. Salary + Bonus	70%			30%		
# of Responses	16			7		

TABLE 54

CREDIT MANAGER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % Inc. 1981	Base Salary % Inc. 1982
		Salary + Bonus = Total				
All Responses	$17,590	$22,950	$2,300	$25,250	+ 13.8%	+ 9.9%
By Region						
Northest	$20,870	$23,230	$1,900	$25,130	+ 10.2%	
South	✓	✓	✓	✓	✓	
Central	20,350	✓	✓	✓	+ 12.5%	
West	15,400	22,100	3,500	25,600	+ 15.8%	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	$14,000	✓	✓	✓	+ 11.4%	
1.5 to 5	17,000	$20,000	$1,000	$21,000	+ 13.8%	
5 to 10	18,940	22,700	2,400	25,100	+ 13.6%	
10 to 25	11,000	22,100	3,500	25,600	+ 13.8%	
25 to 50	17,190	✓	✓	✓	+ 15.2%	
Over 50	22,800	27,000	2,300	29,300	+ 10.0%	
Highest Paid	$26,000			$29,300		
Lowest Paid	11,000			21,000		
% Paid Salary Only vs. Salary + Bonus	75%			25%		
# of Responses	12			4		

TABLE 55

TOP ESTIMATING MANAGER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary & of Inc. 1981	Base Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$22,690	$26,320	$2,380	$28,700	+ 11.1%	+ 10.6%
By Region						
Northeast	$26,115	$28,570	$3,200	$31,770	+ 11.5%	
South	21,515	24,220	2,790	27,010	+ 11.3%	
Central	19,660	25,880	1,470	27,350	+ 11.3%	
West	27,670	✓	✓	✓	+ 13.2%	
Canada	23,600	28,000	500	28,500	+ 7.2%	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	$20,840	$21,000	$550	$21,550	+ 12.5%	
1.5 to 5	21,600	28,925	3,150	32,075	+ 9.9%	
5 to 10	24,150	26,400	2,930	29,330	+ 11.1%	
10 to 25	21,325	23,765	1,865	25,630	+ 12.1%	
25 to 50	26,075	19,500	1,000	20,500	+ 9.9%	
Over 50	✓	35,600	3,000	38,600	+ 10.9%	
Highest Paid	$41,000			$45,000		
Lowest Paid	$10,400			15,150		
% Paid Salary Only vs. Salary + Bonus	63%			37%		
# of Responses	33			19		

TABLE 56

TOP CUSTOMER SERVICE MANAGER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % of Inc. 1981	Base Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$21,980	$25,630	$1,910	$27,540	+ 9.2%	+ 9.4%
By Regions						
Northeast	$24,010	$28,465	$1,750	$30,215	+ 9.9%	
South	19,775	25,845	1,960	27,805	+ 5.3%	
Central	18,765	24,465	2,635	27,100	+ 13.7%	
West	21,330	18,000	1,125	19,125	+ 9.7%	
Canada	25,750	√	√	√	+ 11.9%	
By Sales (000,000)						
Under .5	√	√	√	√	√	
.5 to 1.5	$17,355	$14,000	$ 250	$14,250	+ 8.3%	
1.5 to 5	22,770	22,460	1,610	24,070	+ 9.7%	
5 to 10	22,620	26,935	2,665	29,600	+ 6.0%	
10 to 25	20,325	29,000	2,465	31,465	+ 14.1%	
25 to 50	27,015	34,000	1,500	35,500	+ 7.7%	
Over 50	29,800	35,000	3,200	38,200	+ 9.4%	
Highest Paid	$35,000			$47,000		
Lowest Paid	12,000			14,250		
% Paid Salary Only vs. Salary & Bonus						
# of Responses	31			19		

TABLE 57

TOP PURCHASING MANAGER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % of Inc. 1981	Base Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$22,255	$27,645	$2,585	$30,230	+ 6.2%	+ 9.7%
By Region						
Northest	$26,055	$32,880	$4,420	$37,300	+ 10.2%	
South	20,335	22,800	1.620	24,420	+ 4.3%	
Central	22,340	26,665	1,835	28,500	+ 5.3%	
West	20,525	28,600	500	29,100	+ 2.6%	
Canada	17,765	✓	✓	✓	+ 15.1%	
By Sales (000,000)						
Under .5	$24,000	✓	✓	✓	0%	
.5 to 1.5	19,460	28,600	500	29,100	+ 2.9%	
1.5 to 5	19,950	24,235	3,750	27,985	+ 2.1%	
5 to 10	20,810	26,950	1,200	28,150	+ 6.4%	
10 to 25	20,360	28,650	2,500	31,150	+ 9.0%	
25 to 50	25,120	37,000	2,000	39,000	+ 9.7%	
Over 50	55,000	27,800	1,800	29,600	+ 14.9%	
Highest Paid	$55,000			$47,000		
Lowest Paid	14,000			14,400		
% Paid Salary Only vs. Salary + Bonus	70%			30%		
# of Responses	16			7		

TABLE 58

TOP PERSONNEL EXECUTIVE

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % of Inc. 1981	Base Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$29,285	$25,830	$2,800	$28,630	+10.8%	+ 9.7%
By Region						
Northeast	$34,920	$25,800	$3,340	$29,140	+ 12.5%	
South	15,000	19,000	2,000	21,000	+ 25.5%	
Central	31,230	22,500	1,400	23,900	+ 12.5%	
West	20,835	34,305	3,960	38,265	+ 9.1%	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	✓	52,000	5,000	57,000	0%	
1.5 to 5	$21,000	22,500	3,050	25,550	+ 11.8%	
5 to 10	24,960	19,000	2,000	21,000	+ 13.2%	
10 to 25	24,000	24,375	2,775	27,150	+ 10.8%	
25 to 50	33,670	20,805	2,460	23,265	+ 12.2%	
Over 50	60,000	29,000	1,700	30,700	+ 11.3%	
Highest Paid	$60,000			$57,000		
Lowest Paid	15,000			19,530		
% Paid Salary Only vs. Salary + Bonus	55%			45%		
# of Responses	13			11		

TABLE 59

TOP LABOR RELATIONS EXECUTIVE

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % of Inc. 1981	Basa Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$47,000	$45,000	$40,000	$85,000	+ 5.4%	+ 11.2%
By Region						
Northeast	$47,000	$45,000	$40,000	$85,000	+ 5.4%	
South	✓	✓	✓	✓	✓	
Central	✓	✓	✓	✓	✓	
West	✓	✓	✓	✓	✓	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	✓	✓	✓	✓	✓	
1.5 to 5	✓	45,000	40,000	85,000	0%	
5 to 10	✓	✓	✓	✓	✓	
10 to 25	✓	✓	✓	✓	✓	
25 to 50	✓	✓	✓	✓	✓	
Over 50	$47,000				+ 10.6%	
Highest Paid	$47,000			$85,000		
Lowest Paid						
% Paid Salary Only vs. Salary + Bonus	50%			50%		
# of Responses	1			1		

TABLE 60

MATERIALS MANAGEMENT EXECUTIVE

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary & Bonus Only			Base Salary % of Inc. 1981	Base Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$21,515	$26,600	$12,200	$38,800	+ 10.5%	+ 10.4%
By Region						
Northeast	✓	$23,400	$3,500	$26,900	+ 11%	
South	✓	✓	✓	✓	✓	
Central	22,020	28,200	16,550	44,750	+ 10.5%	
West	20,000	✓	✓	✓	+ 10%	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Up to .5	✓	✓	✓	✓	✓	
.5 to 1.5	$20,000	✓	✓	✓	+ 10%	
1.5 to 5	✓	$23,400	$3,500	$26,900	+ 11%	
5 to 10	19,760	28,600	31,000	59,600	+ 10.7%	
10 to 25	23,400	27,800	2,100	29,900	+ 10.7%	
25 to 50	22,900	✓	✓	✓	+ 9.6%	
Over 50	✓	✓	✓	✓	✓	
Highest Paid	$23,400			$59,600		
Lowest Paid	19,760			26,900		
% Paid Salary Only vs. Salary + Bonus	57%			43%		
# of Responses	4			3		

TABLE 61

MANAGER - MIS

AVERAGE $ of COMPENSATION

1980 - 1982 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % of Inc. 1981	Base Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$28,070	$25,120	$1,715	$26,835	+ 12.1%	+ 11.4%
By Region						
Northeast	$34,825	$30,600	$2,150	$32,750	+ 10.2%	
South	✓	$17,000	1,500	18,500	+ 20.6%	
Central	20,565	25,260	1,750	27,010	+ 15.4%	
West	27,165	22,000	1,000	23,000	+ 11.1%	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	✓	✓	✓	✓	✓	
1.5 to 5	$30,500	✓	✓	✓	+ 6.6%	
5 to 10	22,100	24,260	2,000	26,260	+ 14.6%	
10 to 25	19,700	23,330	1.235	24,565	+ 14.8%	
25 to 50	28,365	✓	✓	✓	+ 9.5%	
Over 50	48,000	32,200	2,600	34,800	+ 13.9%	
Highest Paid	$48,000			$34,800		
Lowest Paid	15,000			18,500		
% Paid Salary Only vs. Salary + Bonus	67%			33%		
# of Responses	12			6		

TABLE 62

SYSTEMS ANALYST/PROGRAMMER

AVERAGE $ of COMPENSATION

1980 - 1981 - 1982

	1980 Average Salary Only	1980 Average Salary + Bonus Only			Base Salary % of Inc. 1981	Base Salary % of Inc. 1982
		Salary + Bonus = Total				
All Responses	$20,700	$32,650	$2,200	$34,850	+ 11.7%	+ 11%
By Region						
Northeast	$22,450	$32,650	$2,200	$34,850	+ 13%	
South	25,000	✓	✓	✓	+ 8%	
Central	17,745	✓	✓	✓	+ 9.5%	
West	21,450	✓	✓	✓	+ 12.9%	
Canada	✓	✓	✓	✓	✓	
By Sales (000,000)						
Under .5	✓	✓	✓	✓	✓	
.5 to 1.5	✓	✓	✓	✓	✓	
1.5 to 5	$18,950	✓	✓	✓	+ 26.6%	
5 to 10	22,030	✓	✓	✓	+ 7.6%	
10 to 25	19,930	✓	✓	✓	+ 9.7%	
25 to 50	21,900	32,000	2,000	34,000	+ 10.0%	
Over 50	20,600	33,300	2,400	35,700	+ 18.1%	
Highest Paid	$30,000			#35,700		
Lowest Paid	14,000			34,000		
% Paid Salary Only vs. Salary + Bonus	83%			17%		
# of Responses	5			1		

CHAPTER VII

FREQUENCY OF POSITIONS

The twenty financial and administrative management positions surveyed are not found in each and every printing organization. Specific positions are more prevalent in the printing industry in total and in certain size printing organizations.

TABLE 63

FREQUENCY OF POSITIONS OCCURRENCE
ALL REPONSES

Position	% of Positions
Top Financial Executive	68%
Company/Corporate Controller	41%
Division Controller	5%
Company Treasurer	16%
Manager-Cost Accounting	18%
Cost Accountant	15%
Manager - Budgets	2%
Manager - Accounts Payable	22%
Manager - Financial Analysis	2%
Financial Analyst	3%
Manager of Billing	20%
Credit Manager	14%
Top Estimating Manager	46%
Top Customer Service Manager	45%
Top Purchasing Manager	41%
Top Personnel Executive	22%
Top Labor Relations Executive	2%
Materials Management Executive	5%
Manager - Management Information Services	16%
Systems Analyst-Programmer	17%

The Top Financial Executive is found in 68% of all companies surveyed. This is followed by a Top Estimating Manager found in 46% of our surveyed printers. On the low end of the scale we find a Manager of Budgets at 2% of the time and Top Labor Relations Executive 2% of the time.

It should be noted that these are full time positions. The functions mentioned may be contained in organizations, but within an individual has numerous responsibilities.

TABLE 64

FREQUENCY OF POSITION OCCURRENCE
BY COMPANY SIZE:

	# of Resp.	$0 - $.5	$.5 - $1.5	$1.5 - 5.	$5. - $10.	$10. - $25.	$25. over
Top Financial Executive	68%	75%	88%	62%	42%	64%	90%
Company/Corporate Controller	41%	50%	15%	43%	63%	36%	90%
Division Controller	5%	0%	3%	2%	11%	0%	22%
Company Treasurer	16%	25%	21%	17%	5%	0%	33%
Manager - Cost Accounting	18%	0%	12%	19%	16%	36%	22%
Cost Accountant	15%	0%	6%	13%	11%	27%	55%
Manager - Budgets	2%	0%	0%	2%	0%	0%	22%
Manager - Accounts Payable	22%	0%	21%	23%	26%	9%	33%
Manager - Financial Analysis	2%	0%	0%	2%	0%	9%	11%
Financial Analyst	3%	0%	0%	0%	5%	9%	22%
Manager of Billing	20%	0%	18%	17%	21%	9%	66%
Credit Manager	14%	0%	6%	4%	32%	18%	55%
Top Estimating Manag	46%	0%	27%	47%	63%	64%	66%
Top Customer Service Manager	45%	0%	24%	45%	53%	73%	90%
Top Purchasing Manager	41%	0%	24%	30%	58%	73%	100%
Top Personnel Executive	22%	0%	9%	6%	37%	55%	90%
Top Labor Relations Executive	2%	0%	3%	2%	0%	0%	10%
Materials Management Executive	5%	0%	3%	0%	11%	18%	22%
Manager - Management Information Service	16%	0%	0%	6%	26%	36%	90%
Systems Analyst-Programmer	17%	0%	0%	9%	26%	64%	55%
# of Responses	123	4	33	47	19	11	9

CHAPTER VIII

UTILIZING THE SURVEY

One of the keys to the efficient use of the facts and figures presented in this report is the method of making comparisons of individual company positions with the survey results.

In applying the survey findings, you should first read the description of the function surveyed. By comparing responsiblities, you can quickly determine whether the position in your organization is on a similar level with the responsibilities listed, or whether it is of greater or lesser importance. If the position in your company appears to correspond in most respects with the position, then you should examine the averages of dollars of compensation paid.

A company position with greater than average responsiblity would normally be worth more than is indicated by the average figure. Administrative positions with less than average responsibility would usually be paid less. With these guides, it should be possible to arrive at a level in range of pay which should be proper for the particular position under consideration.

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